

# STATE OF ALABAMA

## BOARD OF PARDONS AND PAROLES

### FY 2016 ANNUAL REPORT



**CHAIRMAN OF THE BOARD**  
**ASSOCIATE BOARD MEMBER**  
**ASSOCIATE BOARD MEMBER**  
**EXECUTIVE DIRECTOR**

**CLIFF WALKER**  
**EDDIE COOK, JR.**  
**LYN HEAD**  
**PHIL BRYANT**

**PHYSICAL ADDRESS**

**CRIMINAL JUSTICE CENTER, BUILDING D**  
**301 SOUTH RIPLEY STREET**  
**MONTGOMERY, AL 36130-2405**

**MAILING ADDRESS**

**ALABAMA BOARD OF PARDONS AND PAROLES**  
**P.O. BOX 302405**  
**MONTGOMERY, AL 36130-2405**

**PHONE: (334) 242-8700**  
**TDD: (334) 242-0110**

---

**EXERCISING ALABAMA'S CLEMENCY POWER TO ISSUE PARDONS AND RESTORE VOTING RIGHTS; SERVING AS ALABAMA'S PAROLE DECISION-MAKING BODY FOR ADULT FELONY OFFENDERS SENTENCED TO STATE PRISON; PROVIDING STATEWIDE SUPERVISION FOR ALABAMA'S ADULT FELONY PAROLE AND COURT ORDERED PROBATION POPULATION; CONDUCTING PRE-SENTENCE INVESTIGATIONS FOR ALABAMA'S COURT SYSTEM IN EVERY FELONY CONVICTION**



# TABLE OF CONTENTS

---

<b>I.</b>	<b>Message from the Executive Director .....</b>	<b>2</b>
<b>II.</b>	<b>Mission Statement, Values, and Ethics .....</b>	<b>3</b>
<b>III.</b>	<b>Justice Reinvestment Initiative .....</b>	<b>4</b>
<b>IV.</b>	<b>State of the Agency .....</b>	<b>8</b>
	A. Meeting Statewide Community Supervision Needs .....	8
	B. Supervision by Pardons and Paroles is the Most Cost-Effective .....	13
	C. A 96% Supervision Success Rate .....	15
	D. A Plan for Statewide Recidivism Reduction .....	17
	E. Agency Vision .....	19
<b>V.</b>	<b>Financial Report .....</b>	<b>20</b>
<b>VI.</b>	<b>Organization .....</b>	<b>22</b>
	A. Personnel and Demographic Statistics .....	22
	B. Board Members and Executive Staff .....	24
	C. Organizational Chart .....	25
	D. Senior Leadership .....	26
	E. Field Offices .....	27
<b>VII.</b>	<b>Probation and Parole Officer of the Year .....</b>	<b>33</b>
<b>VIII.</b>	<b>Support Staff Employee of the Year .....</b>	<b>34</b>

# Message from the Executive Director

---



CLIFF WALKER  
Chairman of the Board

EDDIE COOK, JR.  
Associate Member

LYN HEAD  
Associate Member

State of Alabama  
Board of Pardons and Paroles  
Criminal Justice Center, Building D  
301 South Ripley  
P.O. Box 302405  
Montgomery, Alabama 36130-2405  
Central Office (334) 242-8700  
[www.pardons.alabama.gov](http://www.pardons.alabama.gov)

December 13, 2016



PHIL BRYANT  
Executive Director

DARRELL MORGAN  
Assistant Executive Director

On behalf of the Alabama Board of Pardons and Paroles, I am pleased to present the Agency's Annual Report on the activities of the Board, the Probation and Parole officers, and support staff members during the previous fiscal year.

This has been a very productive and busy year for the Parole Board with the implementation of the requirements of Act 2015-185 (prison reform).

The Agency has been successful in hiring an additional 70 probation and parole officers and 15 specialists during Fiscal Year 2016. We could not have accomplished this without the hard work and dedication of this agency's employees. Our officers have completed Motivational Interviewing and Matrix Training. It is our goal to provide additional training for officers this upcoming year so that we can significantly improve the services we provide to Alabama's supervised offender population.

The Board opened its second Day Reporting Center in the city of Mobile this fiscal year and expects to open the next Day Reporting Center in Montgomery by April 2017. These centers will enable Pardons and Paroles to realize true life change by significantly improving the services we provide to Alabama's supervised offender population. Individuals served by the agency will also be better equipped to avoid prison overall and/or successfully reenter society after prison, contributing to Alabama's work force as law abiding tax paying citizens.

This agency is dedicated to protecting the public by providing supervision to those individuals placed on supervision by the courts and the Parole Board. The Board and I agree that the best way to protect the public is to provide the people we supervise with the tools they need to become successful and productive citizens.

I sincerely believe that these reforms will not only benefit the people we supervise, but will also benefit the citizens of this great state.

Sincerely,

Phil Bryant  
Executive Director

# Mission Statement

---

The mission of the Alabama Board of Pardons and Paroles is to promote and enhance public safety through cooperation with the Legislature, the Court System, the Governor, the Department of Corrections, other criminal justice agencies, victims, and the community by providing effective investigation, supervision, and surveillance services in a holistic approach to rehabilitating adult criminal offenders and facilitating their successful reentry to society as productive citizens.

## Values

---

- We value the ability to assist in protecting the public from those offenders who would re-offend.
- We believe that victims are entitled to restorative justice.
- We value the opportunity for offenders to be rehabilitated and, thus, become productive citizens.
- We value the effectiveness and efficiency of offender supervision in the community.
- We believe that all persons should be treated with dignity and respect.
- We value each employee and their contribution to achieving the agency's mission.

## Ethics

---

We value each member of our staff, working to achieve the agency's mission, while adhering to the following Code of Ethics:

- Serving with Humility
- Upholding the Law with Dignity
- Objectively Performing My Duties
- Respecting the Inalienable Rights of All Persons
- Holding Inviolable those Confidences Reposed in Me
- Cooperating with My Fellow Workers and Related Agencies
- Being Aware of My Responsibilities to the Individual and the Community
- Improving My Professionalism through Continuously Seeking Knowledge, Understanding, and Opportunities for Growth



## Justice Reinvestment Initiative

---

### Reforming Alabama's Probation and Parole System

---



Remarkable, interbranch leadership from the Governor and the Legislature, members of the state's Prison Reform Task Force, along with expert assistance from the Council of State Governments Justice Center, resulted in the passage of Act 2015-185, commonly known as the "Justice Reinvestment Act", during the 2015 regular session. The Act's reforms target Alabama's "prison overcrowding crisis" with policies intended to reduce recidivism rates and increase public safety by essentially redefining Alabama's community supervision practices. Policies adopted are "evidence-based" reforms pursued in other states that have been proven successful through data collection and analysis. Since the enactment of Act 2015-185 the Board of Pardons and Parole has been diligently working with stakeholders, staff members, technical assistance providers and other state agencies on implementation. We are pleased to announce

significant progress has occurred in most all areas relating to the agency.

**Validated Risk and Needs Assessment:** Risk of re-offense is measured by a validated risk and needs assessment tool, the Ohio Risk and Needs Assessment System (ORAS). The agency has completed training and certification in use of the ORAS tool by certifying new officers during orientation. The tool provides officers with a basic understanding of the potential risk and the identified needs of each individual they supervise. The amount of time and resources invested by supervising officers in specific cases will also be determined by the offender's assessed risk; higher risk cases will require an investment of greater time and resources to decrease the likelihood of re-offense. Not only is ORAS utilized for supervision, it also assists in parole and probation decision making. The risk assessment will be incorporated into presentence investigations prepared by probation and parole officers. Internal audits are to be completed in each District within the agency to ensure fidelity to the tool.

**Intensive Supervision Defined:** “Intensive supervision” has been formally defined by the Board and the Alabama Sentencing Commission as directed by the Act. It is included in the new officer manual released in February of 2016. This affects Class D offenses where no Community Corrections Programs exist and Mandatory Release cases regardless of assessed risk level.

**Work Force Increase-Caseload Caps:** Current staffing levels are at 259 supervising officers and 22 Specialists. The agency hired 70 new officers and 15 specialists in FY 2016. Our incessant goal is to hire a total of 101 additional officers and 22 specialists. To achieve our optimum caseload ratio of 100 offenders to every one officer, the Board has determined that an additional 24 officers will be hired. The optimum level is based on ORAS assessments of existing caseloads completed that determine officer placement within each District. The Act caps caseloads at no more than 20 high-risk active offenders as determined by ORAS assessment.

A media recruitment strategy that began in February 2016, along with technical assistance provided by the Council of State Governments (CSG), greatly enhanced our hiring efforts.

**Work Force Development-Training Requirements:** Officer certification in the use of the ORAS tool was completed in August of 2015. In December 2016, additional ORAS trainers were certified for instruction and auditing purposes.

Moral Reconciliation Therapy, a cognitive behavioral therapy curriculum, training was initiated in 2016 with over 35% of field offices having a certified instructor. Additional instructors will be added in FY 2017 so that every office has an instructor by the end of FY 2018. ORAS Refresher and Case Planning training is scheduled for early 2017. Core Correctional Practices training is targeted for spring 2017. Both trainings will give officers additional tools to manage their caseloads, thus allowing them to effectively supervise offenders. The agency will also certify several officers in use of the Static 99 assessment tool in spring 2017. The Static 99 tool is used to determine the risk associated with supervision of certain types of sex offenders in the community.

The agency is engaged in an effort to certify several staff members in a cognitive behavioral therapy program that emphasized substance abuse problems in an effort to conduct substance abuse groups in offices located in counties with few or no local treatment providers. Certification of these officers is slated for early FY 2018. In spring 2017, the agency will also certify officers, located in counties where contracts are established with local treatment providers, through the Alabama Department of Mental Health (ADMH) for substance abuse and mental health treatment, in the use of a mental health and substance abuse screening tool. This training will allow officers to make referrals to these mental health providers.

To avoid duplication, most trainings are in collaboration with the Alabama Department of Corrections (ADOC) and their contracted Community Corrections Program (CCP) partners.

**Parole Guidelines:** The Act requires a clear definition of the parole standard of release and establishment of actuarially based “parole guidelines,” which include reasons for granting and denying parole. Reforms involving the Board’s paroling process achieve greater transparency for the public, crime victims, inmates, and system stakeholders regarding the process, itself, and factors guiding release decisions. With technical assistance provided by CSG and with cooperation from the ADOC, the agency completed Phase I of the Parole Guidelines. After public comment, the final guidelines were established and training for the Board, Institutional Parole Officers (IPO’s), and ADOC was accomplished in February 2016. After a brief pilot project, full implementation of the Phase I guidelines was instituted in August 2016. Phase II implementation of the guidelines is scheduled for late 2017.

The Board completed the following: revised its operating rules; developed a Board Action sheet that includes reasons for denying/granting parole; created a communication packet for inmates; established a point of contact in each prison to increase the amount/quality of information available to IPO's; and revised policy and forms for IPO's and included those revisions in the new policy manual released in February 2016.

These efforts have resulted in a notable increase in the grant rate for paroles.

**Supervision Response Matrix and Dips/Revocation Caps (“Dunks”):** The Act required development of a “supervision response Matrix” to identify appropriate sanctions or responses to violations, factoring in the risk level of the probation/parole violator. The Matrix guides an officer in determining whether a dip or dunk may be appropriate for a particular violation, as well as a lesser response. The Matrix also provides incentives to encourage offender compliance with supervision terms.

With technical assistance provided by CSG, the agency created a supervision response Matrix for use in field offices across the state. The tool was completed in January 2016 and incorporated in the new officer manual released in February 2016.

The Matrix tool was piloted in several test sites with full roll out completed in September 2016. The use of probation/parole “dips” was included in the Matrix tool. “Dips” are short jail stays for lower level technical violations of probation/parole to incentivize compliance. Probation/parole “dunks” were also included in Matrix tool to reduce full revocation of supervision for technical violations. “Dunk” sanctions became effective in February 2016 while “Dip” sanctions became effective once each Probation and Parole District was trained in use of the Matrix (no later than September 2016). The Matrix is also used to divert violators to intensive supervision programs such as LIFE Tech, ACES, and the Day Reporting Centers (DRCs).

Throughout 2016 judges, staff, and related local stakeholders were trained on the Matrix and other reforms. Training will continue upon request.

A 25% decrease in parole revocations for technical violations was observed during FY 2016.

**Programming and Treatment:** Justice Reinvestment funding to the agency has increased programing and treatment services for those offenders who need it the most. The agency created a strategic plan to invest funds in treatment and programming to include a network of Day Reporting Centers with treatment components contracted with local providers, and additional treatment services provided through contracts established with local “Behavioral Health Care Teams.” All programming services are required to be evidence-based. RFPs were issued by the ADMH targeting areas of the state lacking CCPs and/or behavioral health treatment resources with awards anticipated in March 2017.

During 2016, the agency and ADMH educated treatment providers of their partnership including a joint presentation at the annual ASADS conference held in March 2016.

The Alabama Certain Enforcement Sanctions (ACES) program was expanded to include five new counties in 2015 and an additional six counties in 2016 bringing the total to 15 ACES sites.

A new DRC was opened in Mobile in October 2016. Plans are underway to add an additional DRC in Montgomery by April 2017.

**Early Discharge/Mandatory Release:** The Act created a new category of supervised offenders, to be supervised by Pardons and Paroles, called “mandatory releases.” These individuals would have ended their sentence with no supervision under the previous system, but will now be released, for a mandatory time period, by the ADOC to be intensively supervised by Pardons and Paroles.

The agency, with technical assistance from CSG, created policy and procedure for both early discharges from supervision and mandatory releases from ADOC on supervision as mandated by the Act. Updates and newly created forms were included in the revised agency policy manual released February 2016.

An interagency workgroup with ADOC established the specific application of mandatory release ranges, so the Board could finalize docketing changes. Board policies and operating rules were subsequently revised to reflect additional details including standard terms of supervision for mandatory release cases and ADOC commitments.

**Quality Assurance:** The agency created a parole data report process to provide the Board with monthly data snapshots for sustainability. The agency is also collaborating with CSG to develop a long-term data analysis/quality assurance strategy that includes automating data collection processes through a newly developed case management system. The agency created a Data Collection Unit and hired a statistician to collect and track required reporting data for sustainability with an eye toward automating most or all data collection if possible.

Data tracking metrics primarily involving parole decision making, revocation, dips, dunks, and matrix data were identified and are being collected.

Pardons and Paroles is continuing to work rigorously to implement all of the reforms and requirements, along with other criminal justice system stakeholders, with continued technical assistance from the Council of State Governments Justice Center, and oversight from the Prison Reform Task Force and Governor’s Criminal Justice Oversight and Implementation Council.

# State of the Agency

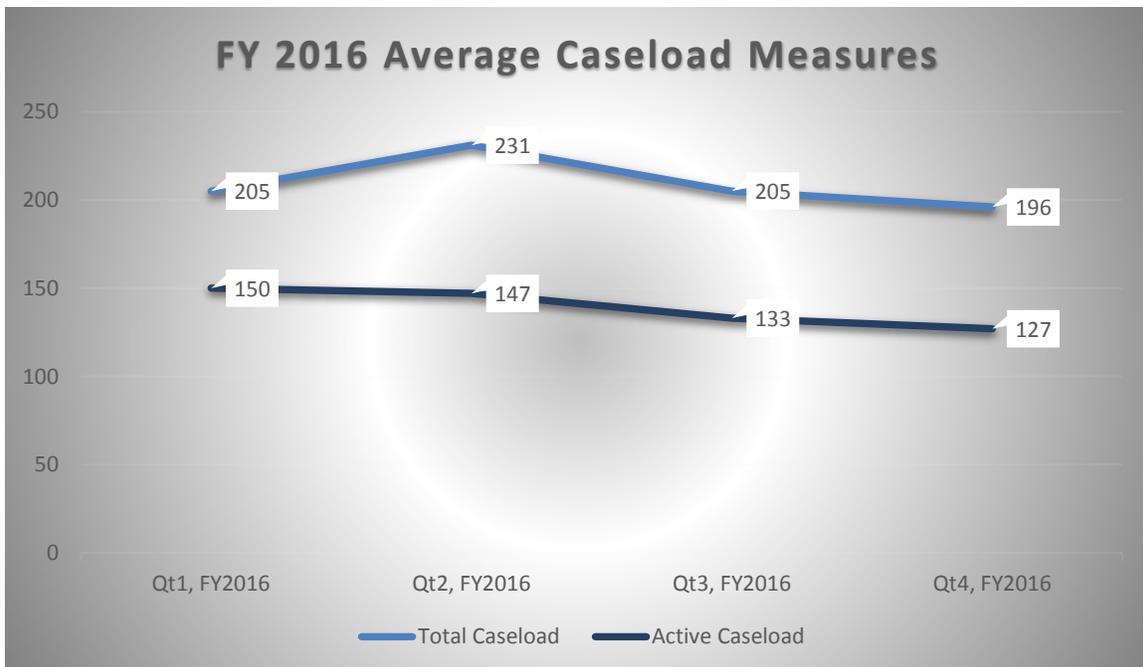


## Meeting Statewide Community Supervision Needs

The Alabama Board of Pardons and Paroles currently operates 61 probation and parole field offices throughout the state, its Central Office in Montgomery, a residential LIFE Tech transition center in Thomasville, and Day Reporting Centers in Birmingham and Mobile.

Over the course of FY 2016, the agency supervised 54,695 probationers, 9,852 parolees, and 356 offenders serving both probation and parole (altogether nearly 65,000 adult felons), through its field offices and LIFE Tech program. On any given day during the last fiscal year, the agency averaged supervising 50,746 total offenders—42,178 probationers, 8,285 parolees, and 283 offenders under supervision for both probation and parole. The number of offenders under supervision in Alabama remains high.

**Probation and Parole Officers:** Pardons and Paroles currently employs 259 supervising Probation and Parole Officers. These officers are state law enforcement officers, holding the power of arrest. The active caseload average per officer on any given day is measured at 196:1.



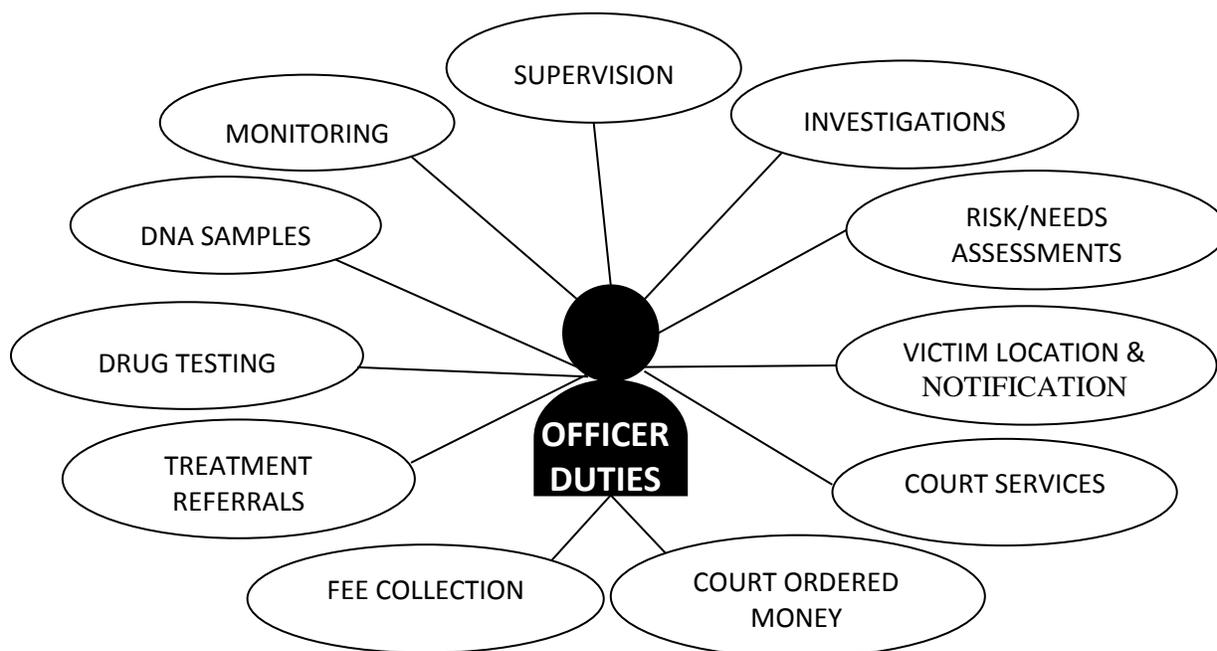
Pardons and Paroles has recently developed two measures of supervised caseload. Both measures indicate an offender to officer average. The Active Caseload measure includes only those offenders that are categorized as annual reporting, active, and special supervision. The Total Caseload measure contains all offenders assigned to Pardons and Paroles. These offenders include administratively

inactive, delinquent wanted, delinquent jailed, detainers, and split sentences currently serving incarceration portion of their sentences.

Alabama caseloads still far exceed recommended national caseload standards of 75:1 (in reference to mixed caseloads). Other states handling combined parole and probation caseloads have instituted by law or otherwise much lower caseload numbers, some of which limit caseloads to ratios of 60:1 or 65:1, with even lower numbers for specialized caseloads of 30:1 for high risk offenders and 20:1 for sex offenders.

Following the example of other states, Act 2015-185 specifically requires the Board to “maximize case supervision practices such that no probation and parole officer is assigned more than 20 active high-risk cases at any one time.” Funding provided to Pardons and Paroles to accompany this mandate is helping reduce caseloads by giving the agency a means to hire, train, and equip more Probation and Parole Officers.

The basic supervision duties of a Probation and Parole Officer in Alabama include: monitoring compliance with supervision conditions of parolees/probationers on assigned caseloads; imposing available sanctions in response to violations; seeing offenders during reporting periods; conducting home visits, employment verifications, and making other collateral contacts; drug screening offenders; collecting DNA samples as statutorily required; collecting and monitoring supervision fees as statutorily required (\$40.00 per month); monitoring payment of court ordered monies/restitution; making referrals to treatment/programs; completing violation reports/delinquency reports; using arrest authority when necessary; preparing for revocation proceedings for parolees/probationers; among other things.



Not only are the agency’s 259 supervising probation and parole officers charged with supervising probation and parole offender caseloads, they are also required to perform a variety of other important duties and functions, all within a 40-hour work week.

Probation and Parole Officers are statutorily charged with completing electronic pre-sentence or post-sentence investigation reports for every offender convicted of a felony in the state, preliminary investigations, personal/social history investigations, Youthful Offender investigations, and sentencing standards worksheets. During FY 2016, the Board's officers completed 54,549 investigations. Officers working as Institutional Parole Officers (IPOs) are responsible for completing IPO Reports regarding candidates for parole consideration by the Board.

The agency's supervising officers utilize a risk and needs assessment to provide court services and perform supervision functions, as well as to assist with identifying state inmates for parole consideration by the Board. The results of assessments are incorporated into presentence investigations prepared for judges throughout the state. All officers were trained, certified, and began using the Ohio Risk Assessment System (ORAS) during FY 2015. The ORAS is a nationally validated risk assessment tool. Data will continue to be collected on Alabama's supervised population over the course of the next 2 years to scientifically validate the tool for Alabama's offender population. The results of the ORAS assessments are now being used statewide to guide sentencing decisions by courts, parole decision-making, supervision intensity, case planning, program referral and placement, and treatment intervention. During FY 2016, officers completed 19,104 ORAS assessments.

Additional officer duties include: handling out-of-state transfers and supervising offenders from other states through the Interstate Compact, determining eligibility and docketing inmates for parole consideration, completing pardon and voter restoration investigations, docketing pardon applicants for Board consideration; conducting revocation hearings for parolees, investigating and approving parole plans, locating, registering, and notifying crime victims and officials as required by law of Board hearings, and meeting law enforcement training and qualification requirements.

**Probation and Parole Specialists:** Over the last five years, the agency has strategically invested in creating and hiring Probation and Parole Specialists (non-law enforcement personnel). The Board believes the Specialist solution for report writing is a cost effective way to enable limited staff to accomplish the agency's mission. The position was created to alleviate some of the burden on probation and parole officers by having Specialists perform investigative and report writing functions, thereby freeing up the agency's law enforcement officers to focus on managing caseloads and supervising offenders. The position also allows for the quality of reports and investigations completed by the agency to increase.

As of September 30, 2016, the agency has employed 22 Probation and Paroles Specialists. During FY 2017, the Board also intends to hire, train, and equip eight additional Specialists throughout the state to foster the successful implementation of prison reform.

**Training:** The Board embraces the fact that public policy and practice must be based on the best available, scientific evidence to be effective in the achievement of goals and to be efficient in the use of taxpayer dollars. To be *evidence-based* means to implement practices, both at the individual and the organizational levels, guided by sound, empirical research. Practices that are evidence-based in the realm of community supervision include policies, procedures, and programs proven by widely accepted and published research to reliably produce reductions in recidivism. The result is more efficient and effective outcomes—outcomes that make better use of public resources and, ultimately, reduce future crime by preventing re-offense. Using a combination of grant funds and state dollars, the agency is providing officer training on evidence-based practices, including Motivational Interviewing, Moral Reconciliation Therapy, Thinking for a Change, and other proven techniques employed at various locations



throughout the state. The Board will continue to invest resources in this critical area to promote and bolster the agency's use of evidence-based practices, to successfully implement prison reform.

Accomplishments of the Training Division during FY 2016:

- 95% of officers were trained in and implemented the use of Motivational Interviewing.
- All new employees were trained in use of ORAS-CST
- 36 new officers were registered to attend an APOSTC academy.
- Firearms instructors spent approximately 150 hours instructing new officers on authorized shooting techniques. Each new officer received, at minimum, forty hours of classroom instruction to familiarize, increase safety, and increase proficiency with their agency issued firearm.
- 380 officers were trained in the use of the Supervision Response Matrix
- MRT concepts were introduced and officers were trained. We currently have 54 MRT certified officers to facilitate MRT groups within the agency.

Orientation classes were created for the Probation and Parole Officer, Manager, and Specialist classifications. The Probation and Parole Officers' orientation course is a two-week training designed to provide new officers with a basic overview of the various aspects of their jobs. The goal is to help the officers understand their role, agency expectations, and help them perform their jobs more efficiently. The Probation and Parole Managers' orientation course is a two-day training designed to help new managers perform their job more effectively. The Probation and Parole Specialists' orientation course is a one-week course to allow employees to meet their counterparts, become familiar with various aspects of their job, and provide an open forum for questions. This class is designed to provide an overview of their job and provide basic instruction.

**Moral Reconciliation Therapy (MRT):** MRT is a cognitive- behavioral treatment system that leads to enhanced moral reasoning, better decision making, and more appropriate behavior. Its approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth.

Developed in the 1980's as a cognitive-behavioral component for a prison-based setting, MRT proved to be remarkably effective. Therefore, it was tested and widely implemented in not only prison settings, but also in probation and parole, community corrections, outpatient programs, educational settings, and in drug courts. Over 200 outcome studies have been conducted to demonstrate the program's effectiveness.

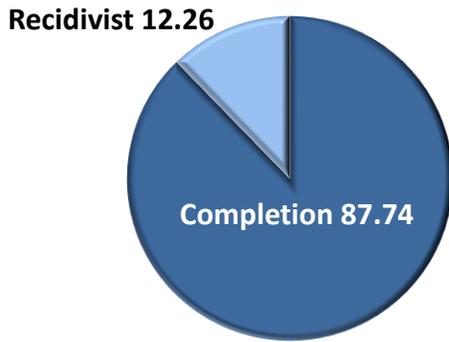
In its effort to incorporate more evidence-based programming in probation and parole settings, ABPP had fifty probation and parole officers trained in MRT during FY16. There are currently nine MRT groups being conducted across the state and fourteen have successfully completed the program.

**LIFE Tech Thomasville:** The Board, in collaboration with the Alabama Department of Mental Health, Alabama Department of Postsecondary Education, Alabama Southern Community College, ADECA, Alabama Department of Rehabilitation Services, the City of Thomasville, local law enforcement, local faith-based ministries and community organizations, operates LIFE Tech Thomasville. LIFE Tech is a residential transition center offering vocational and educational training, in conjunction with mental



health counseling and drug treatment, for offenders on parole or probation who would not otherwise be eligible for community supervision. Offenders' needs are assessed upon admission and long-term, individualized services are provided. Since the program's inception, 5,067 male offenders have entered the program.

## 2016 Lifetech Recivist Rate



The adult education program, through Alabama Southern Community College's LifeTech Institute, gives parolees and probationers, without a high school diploma, an opportunity to better themselves by earning their General Education Development Diploma (GED). Seventeen offenders earned their GED while at LIFE Tech during FY 2016. During October and November 2016, eleven offenders earned their GED.

LIFE Tech defines recidivism as re-arrest, reconviction, or return to incarceration with or without a new sentence during a three-year period following a resident's completion of the LIFE Tech program. Both

new offenses and technical offenses are included. Of the 1,330 program completers being tracked, 74.96% are employed or receiving Supplemental Security Income (SSI). The recidivism rate of program completers over the previous three years is 12.26%.

The Board is planning to duplicate the LIFE Tech model, by opening a second campus and modifying programmatic components to address local workforce needs.

**Pardoning/Paroling Authority:** The Board docket cases for parole consideration. As a result, inmates can be paroled with supervision by the agency's Probation and Parole officers to foster successful reentry into the community. Over the course of FY 2016, the Board considered 6,458 paroles, of which 3,108 were granted. The Board granted 290 pardons of 380 pardons heard and processed 2,580 voter rights restorations.

### Parole Board Action

	<i>Considered</i>	<i>Denied</i>	<i>Granted</i>	<i>Grant Rate</i>
<i>Pardons</i>	380	90	290	76%
<i>Paroles</i>	6,458	3,350	3,108	48%

### Revocation Action by Population

	<i>Supervised</i>	<i>Revoked Technical</i>	<i>Revoked New Offense</i>	<i>Revoked Both New and Technical</i>
<i>Parolees</i>	9,852	77	234	202
<i>Probationers</i>	54,695	465	917	709
<i>Both*</i>	356	1	3	7

### ABPP Other Statistics

	<i>Investigations Completed</i>	<i>Voter's Rights Applications Processed</i>	<i>Voter's Rights Restored</i>	<i>Drug Screens Conducted</i>
<i>Supervised Population</i>	54,549	2,580	755	16,326

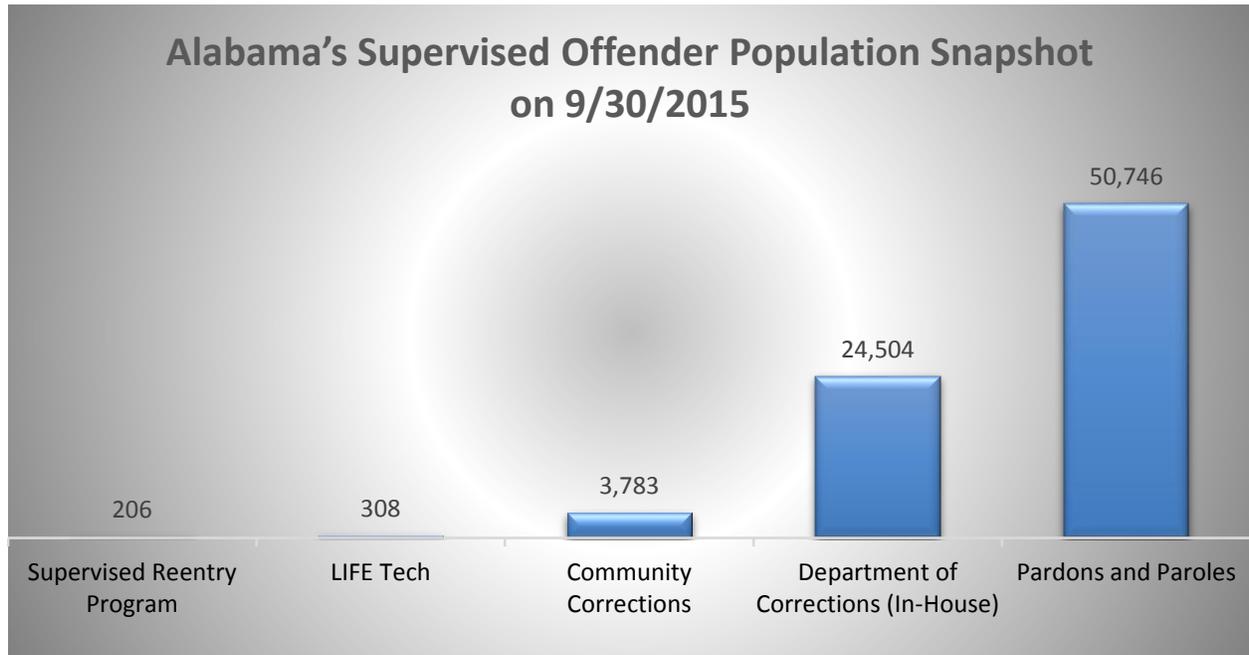
## Supervision by Pardons and Paroles is the Most Cost Effective

Community supervision under the statewide purview of the Board of Pardons and Paroles—including court ordered probation, parole, LIFE Tech, and other programs—when viewed as alternatives to incarceration—remains the most viable, economically responsible way for the state to manage its scarce resources. Parole not only frees up beds in overcrowded state prisons at a significantly lower cost per day, but also encourages payment of court-ordered restitution and court costs, taxes by employed offenders, and reduction in welfare, food stamp, and Medicaid costs. Furthermore, parole makes Medicaid and other benefits an option after reapplication for offenders under supervision when such are terminated upon incarceration.

Per the Alabama Department of Corrections FY 2015 Annual Report, average daily system-wide cost per inmate is \$47.69 per day. The department's reported average daily cost for incarcerating an inmate in its major facilities is \$50.28. The average daily cost for those in community-based programs is \$48.66. ADOC pays reimbursement costs for inmates supervised by Community Correction Programs in 45 counties (served by 35 programs) at a rate of \$10.00 per day. Over the course of FY2015, a total of \$9,411,213 was paid by the department for supervision services of 3,783 CCP participants. The ADOC also operates a Supervised Release Program (SRP), with correctional officers and "sponsors" who supervise inmates in a residential environment, averaging a reported \$24.55 cost per day.



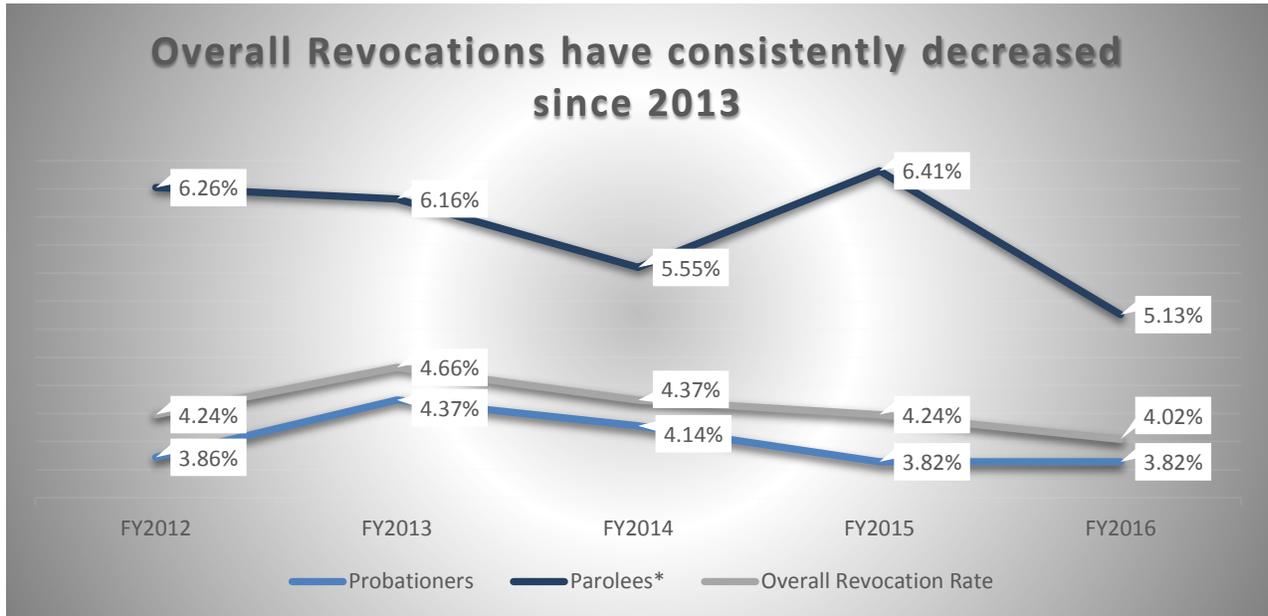
Pardons and Paroles supervises a greater number of offenders than the ADOC's in-house prison population and all other community supervision programs that receive state funding combined and does so at a significantly lower cost—at only \$2.32 per day per offender for FY 2015 and FY 2016.



**Pardons and Paroles supervises a greater number of offenders than all other programs combined at a significantly lower cost per day.**

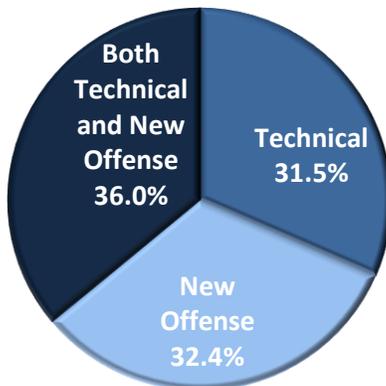
## 96% Supervision Success Rate

In FY 2016, 9,852 parolees, 52,604 probationers, and 345 offenders serving both probation and parole were supervised by Pardons and Paroles without being revoked. Of the 64,903 people under supervision during FY 2016, 95.98% completed supervision successfully. As seen in the illustration below, the overall revocation rate has seen a steady decline since FY 2013.



\* Total includes revocation of 18 individuals on both probation and parole.

### FY2016 Revocations by Type

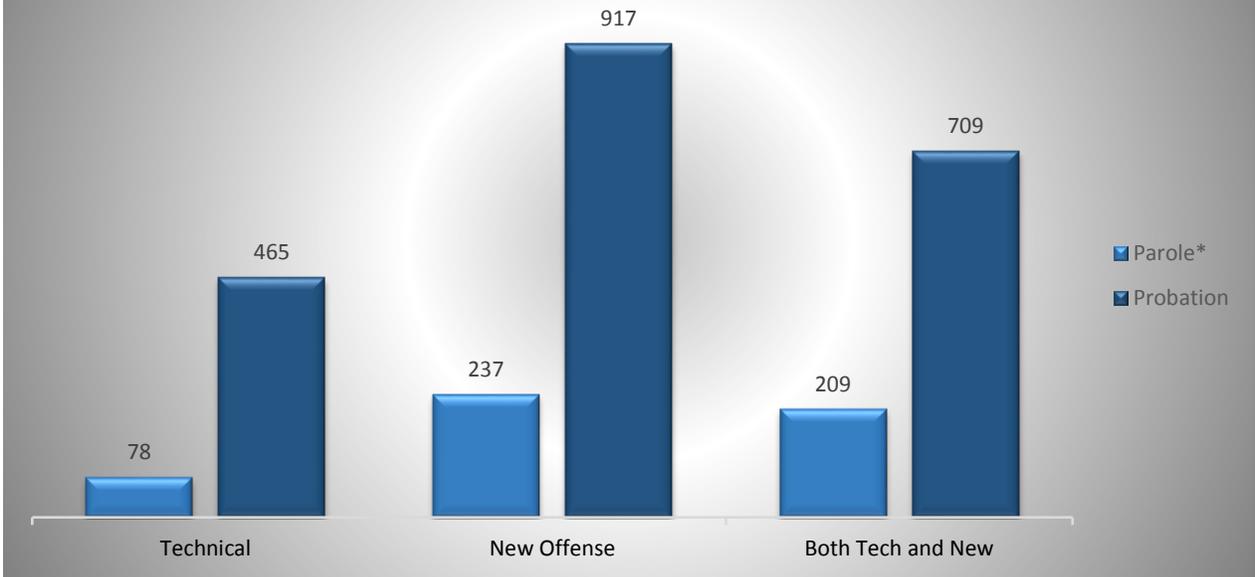


Of the 54,695 probationers under supervision with Pardons and Paroles during FY 2016, only 0.85% (465) were revoked for technical violations and 1.30% (709) were revoked for a combination of technical violations/new offenses. Probationers revoked for new offenses (917) represent 1.68% of those supervised.

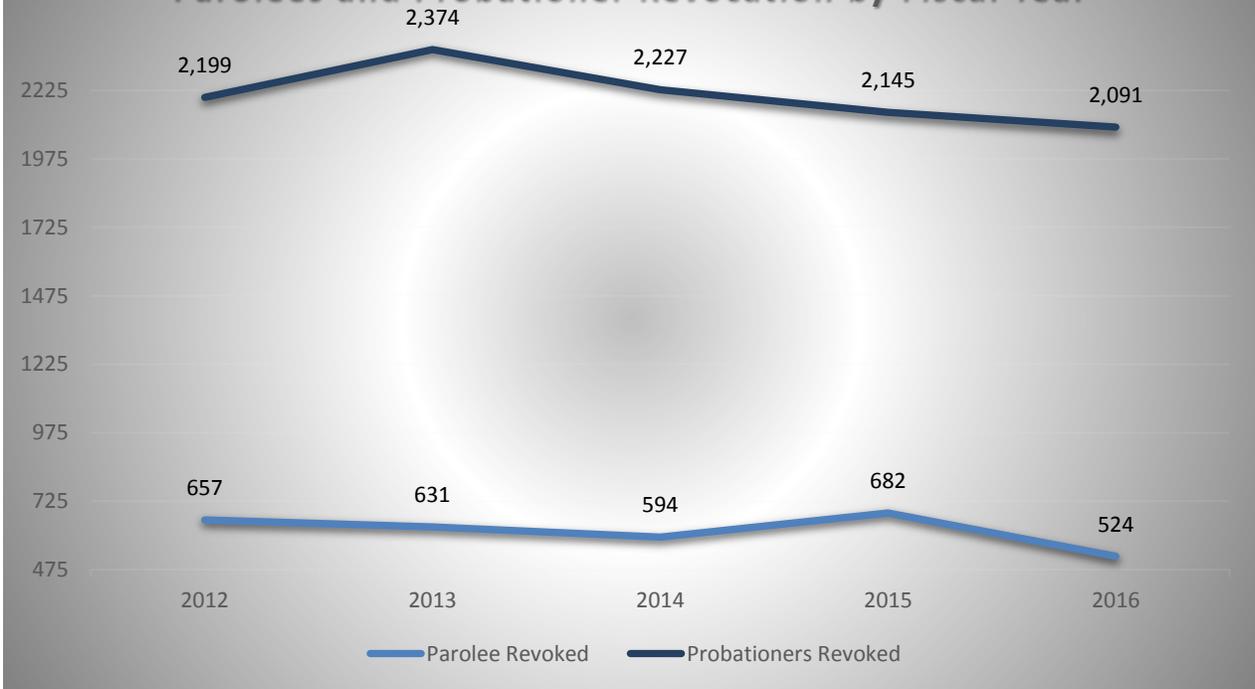
Of the 10,208\* parolees under supervision with Pardons and Paroles during FY 2016, only 0.76% were revoked for technical violations (78). A combination of technical violations and new offenses resulted in revocation for 209 parolees (2.05%) and 237 parolees (2.32%) were revoked for new offenses. (\*Total

includes parolees as well as those serving both probation and parole.)

### Revocations by Type and Population, FY 2016



### Parolees and Probationer Revocation by Fiscal Year



# A Plan for Statewide Recidivism Reduction

---

**Expanding ACES:** For the 3<sup>rd</sup> consecutive year, the Department of Justice awarded a federal grant to Pardons and Paroles to fund the Alabama Certain Enforcement Supervision (ACES) program.

An FY 2014 Swift, Certain and Fair (SCF) program grant award of \$370,000 from the Department of Justice established the state's first four ACES pilot sites – Butler, Mobile, Montgomery, and Morgan counties. Those counties collectively contribute to more than 20% of inmates admitted annually to the Alabama Department of Corrections. The first expansion grant, an FY 2015 award totaling \$600,000 expanded the ACES program to Blount, Covington, Houston, Madison, and Tuscaloosa counties. The latest award, in September 2016, of \$600,000 is allowing for further expansion of the ACES program to Baldwin, Clarke, Choctaw, Lee, Talladega, and Washington counties.

ACES is based on Hawaii's Opportunity Probation and Enforcement program. Three months into implementation, the original HOPE program saw an 83% reduction in failed drug tests, a 71% reduction in missed appointments with probation officers and a 70% reduction in probation revocations.

ACES is not voluntary for probationers, and potential probationers are not offered any legal incentives to participate. Probationers are notified of their probation terms as well as the consequences for violating the terms of their probation. Probationers are given a sanctions matrix that describes probation violations, such as missing a probation appointment or a positive drug test, and what sanctions they should expect as a response. Sanctions are not individualized as they are for problem-solving courts; and incentives, mandatory treatment, or ancillary referrals are based solely on compliance or need. Probationers are only required to appear before the judge at an initial warning hearing and for probation violations, but judges maintain the discretion to set review hearings as they see fit.

There are currently 56 participants being supervised under the ACES strategy, with more added daily. Participants are closely monitored and assigned to a color code (daily hotline call in), which requires them to drug test 3-5 times per month with no additional cost. Participants are arrested as soon as a violation is detected and the Judge imposes a sanction based on the matrix. Continued violations are addressed in a consistent manner to ensure fairness.

Programs like ACES that follow the HOPE model have led to lower recidivism rates around the country by not waiting to take action until a probationer becomes a repeat offender and using swift, certain, and fair sanctions to encourage sobriety and rules compliance. Following the success of the state's initial pilots, Pardons and Paroles intends to establish ACES statewide.

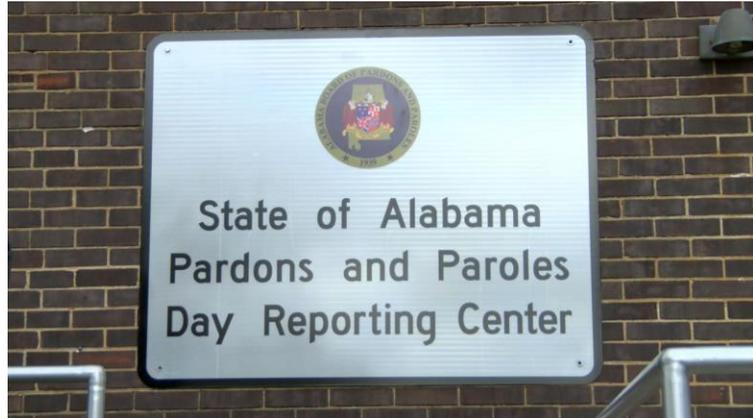
**Day Reporting Centers:** On September 23, 2014, a Second Chance Act grant, totaling \$687,176, was awarded to the Alabama Board of Pardons and Paroles by the Department of Justice, Bureau of Justice Assistance for the purpose of establishing a Day Reporting Center (DRC) in Birmingham. The program opened in December of 2015, accepting its first participants. Jefferson County was chosen for the pilot site because it has the highest commitment rate of inmates to state prisons than any other county.

The non-residential, three-phase DRC program offers medium to high risk probationers and parolees in the Jefferson County area access to services, including targeted drug treatment, substance abuse intervention and rehabilitation, cognitive behavioral therapy, educational training, and assistance with employment. The program will require community service of participants and foster opportunities for life change amongst program participants.

Approximately 35% of Alabamians released from prison commit a new crime. Community-based, reentry services, utilizing evidence-based practices, have been proven effective in reducing recidivism rates. They also cost significantly less than incarceration. The Jefferson County DRC is modeled after Georgia's successful DRC program, where a low 7% of Day Reporting Center graduates reoffend. The DRC model promotes a holistic approach to reducing crime—that is smart on crime—through focusing efforts on prevention, enforcement, and reentry.

There are currently 63 participants at the Birmingham DRC. Programming includes financial management, budgeting, banking, predatory lending, promoting readiness for employment, and family night. There are several participants in phase two of the program. The DRCs first graduation was held in December 2016.

The agency's second DRC, located in Mobile, opened for participants in October 2016. A third DRC, located in Montgomery, is expected to open by April 2017.



# Agency Vision

---

**Automated Offender Management:** Because of the need to improve data collection processes, especially in a way that preserves data over time, the Alabama Board of Pardons and Paroles is in the process of replacing its current offender management and data systems to streamline functionality, save valuable officer time, and to allow for capabilities to track the success of implemented policies and practices more effectively.

In 2017, ABPP plans to replace its legacy application systems with an integrated offender case management system. ABPP's existing, main-frame case management system houses basic data for offenders on supervising officers' caseloads, allowing supervisor-level officers to perform audits. A separate web-based system allows users to complete electronic pre-sentence investigation reports. Statistical data can be pulled from these systems by running certain reports, but the agency is currently unable to collect historical data and it is limited on the types of reports it can run. As such, ABPP is currently able to perform only limited data analysis directly with the agency's existing data systems that have undergone very limited updating for over a decade.

The offender management project will consolidate existing databases and records to provide a fully automated system and replace some manual paper processes. This project will upgrade and standardize adult and parole data and population management practices to further enhance staff, offender, and public safety.

Until the new system is implemented, the agency will continue tracking prison reform and other important data manually.

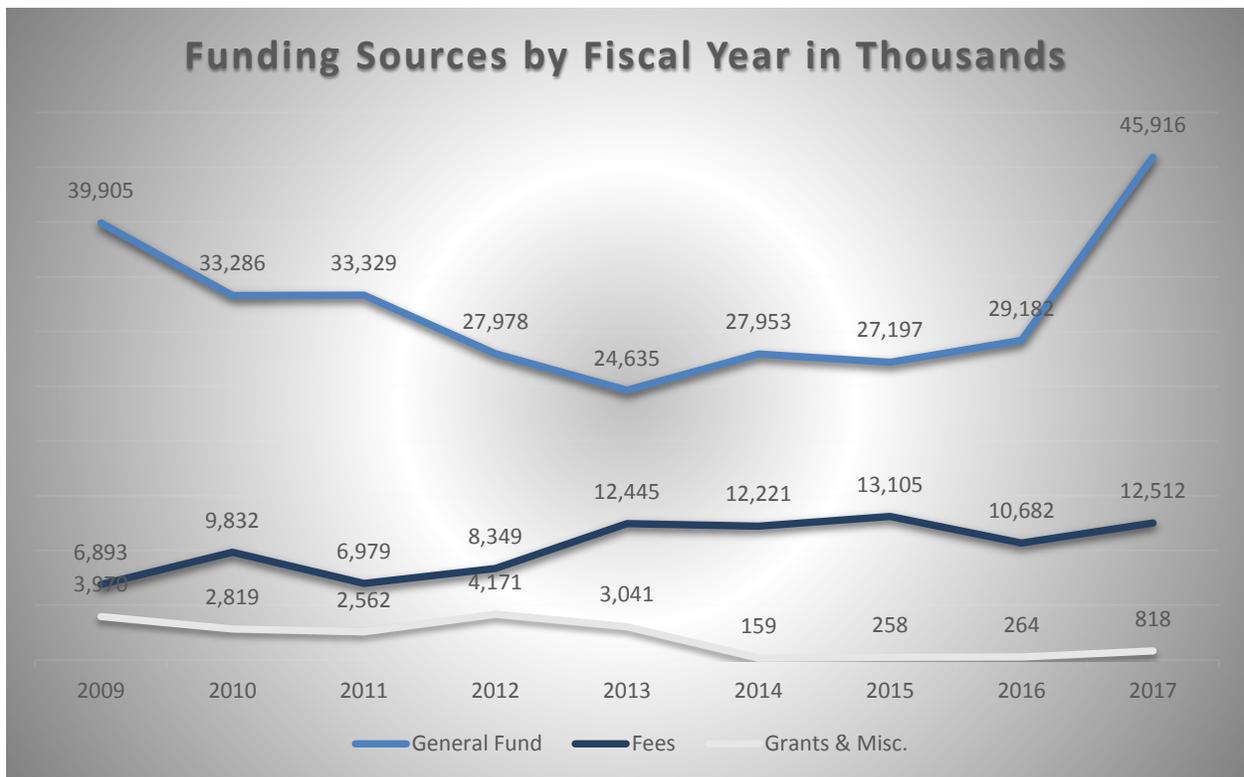
**Transitional Services Program:** The Board hopes to exercise existing statutory authority to operate half-way houses and provide transitional housing and support to offenders. Inmates are required to have a viable home plan prior to being released on parole. The transitional services program will provide monitoring and support as well as aid offenders in their reintegration into society. Offenders will be referred by staff operating these programs to community resource agencies, operated by ABPP or otherwise, that provide employment skills, educational classes, financial planning, and substance abuse and relapse prevention education. Stable housing and support networks are proven to reduce recidivism. This approach for Alabama will free up scarce prison beds and create a significant savings for the state while increasing public safety.

**Technical Violator Center:** Statistics show that the fastest growing category of admissions to Alabama prisons is composed of offenders who were under some form of community-based supervision, many of whom were recently released from jail or prison. In order to curtail this source of prison admissions and make an effort to contain spending, Alabama must find a way to manage this population.

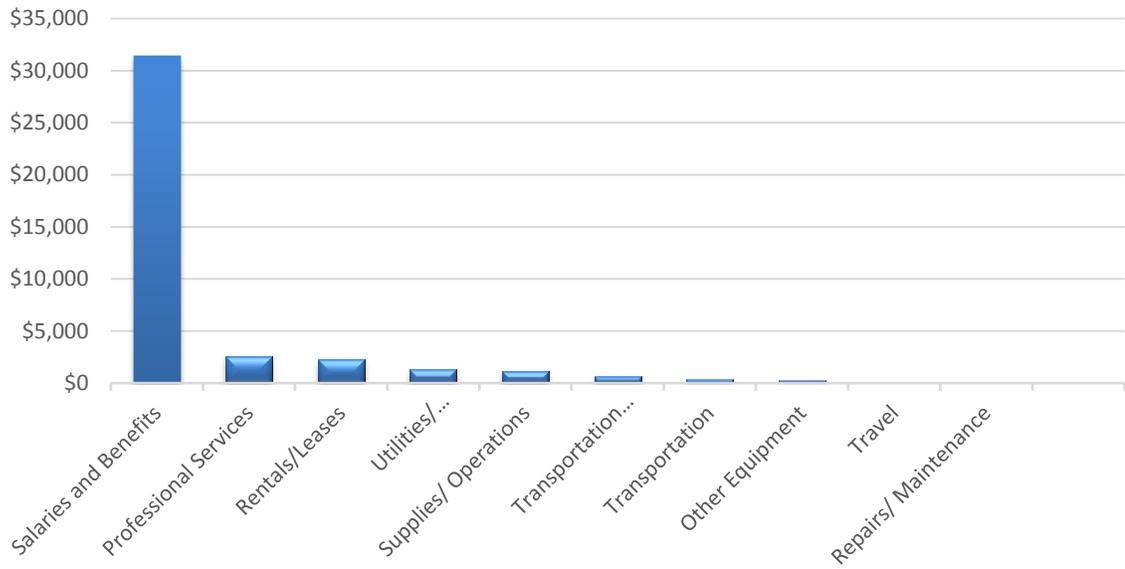
The establishment of Technical Violator Centers will ease the burden on overcrowded court dockets and local jails, allow technical violators to pay financial obligations, as well as meet family responsibilities. Technical violators who sign waivers will not face revocation hearings or new parole dates, but will receive evidence-based programming to correct behavior and criminal thinking that caused them to violate.

# Financial Report

The agency's FY 2016 budget included an additional \$11 million in funding—the state's Justice Reinvestment—to implement prison reform according to Act 2015-185. In FY 2017, the agency received level funding and an additional \$8.5 million for a total justice reinvestment of \$18.5 million for FY 2017. This funding is substantially increasing the state's probation and parole workforce, providing officers with training to employ evidence-based practices, and establishing quality assurance measures to ensure that reforms are implemented properly. This funding to Pardons and Paroles is directly increasing and improving programing and treatment services for those offenders who need them the most to improve outcomes, thereby reducing recidivism rates and increasing public safety.



## 2016 Expense Summary in \$1,000's

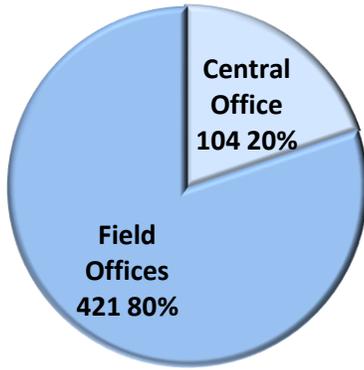


	2016 Expenses	% of Total Expenditures
Salaries and Benefits	31,370,939	78.36%
Professional Services	2,567,431	6.41%
Rentals/Leases	2,248,631	5.62%
Utilities/Communications	1,309,988	3.27%
Operating Supplies	1,170,338	2.92%
Vehicles	616,203	1.54%
Vehicle Operation Expense	401,248	1.00%
Other Equipment	292,739	0.73%
Travel	58,697	0.15%

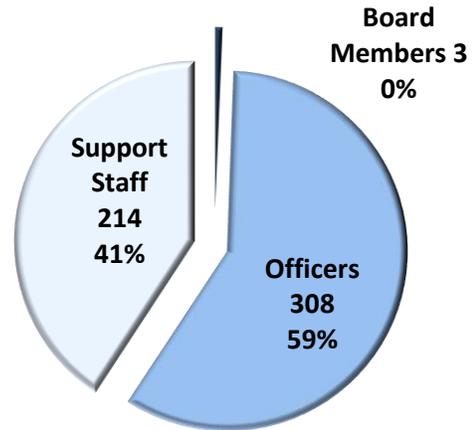
# Organization

## Personnel and Demographic Statistics

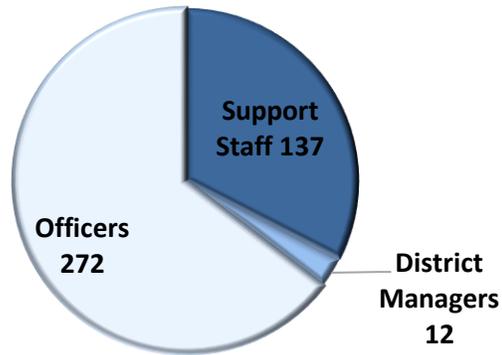
### Personnel by Location



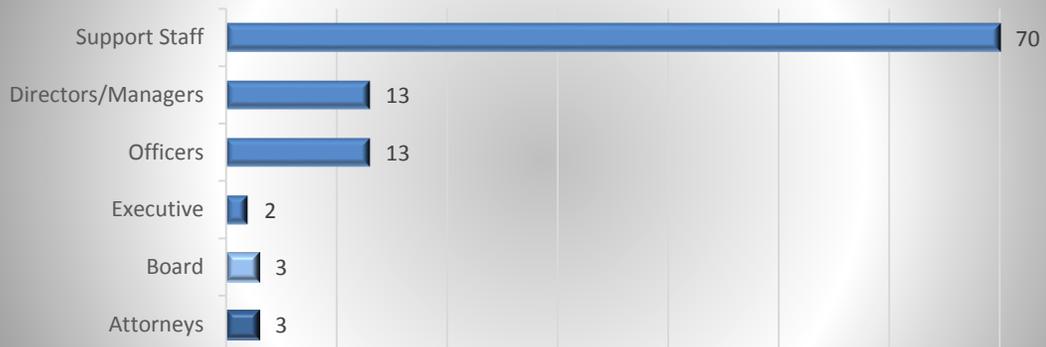
### Personnel



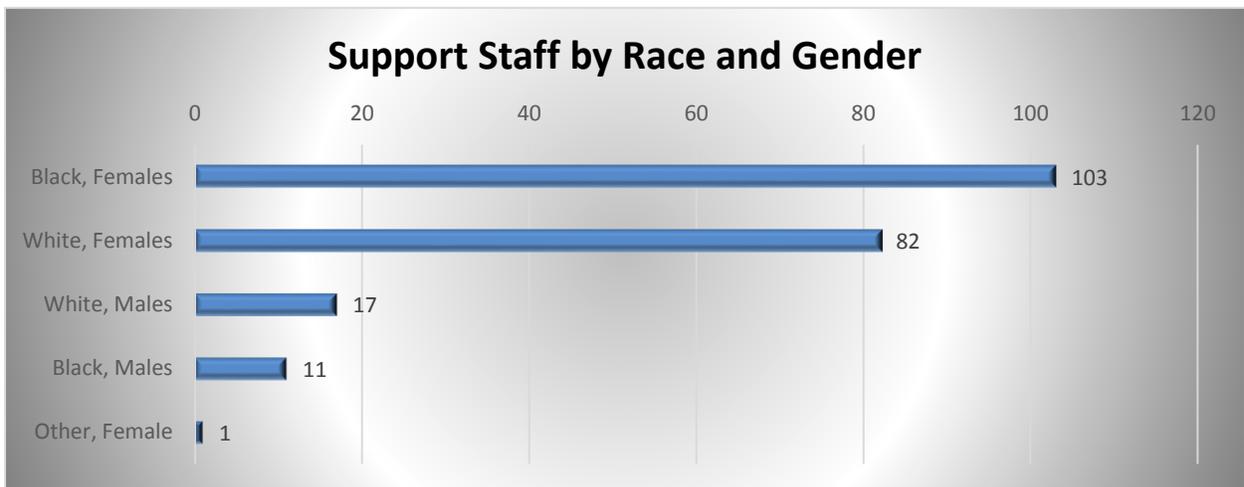
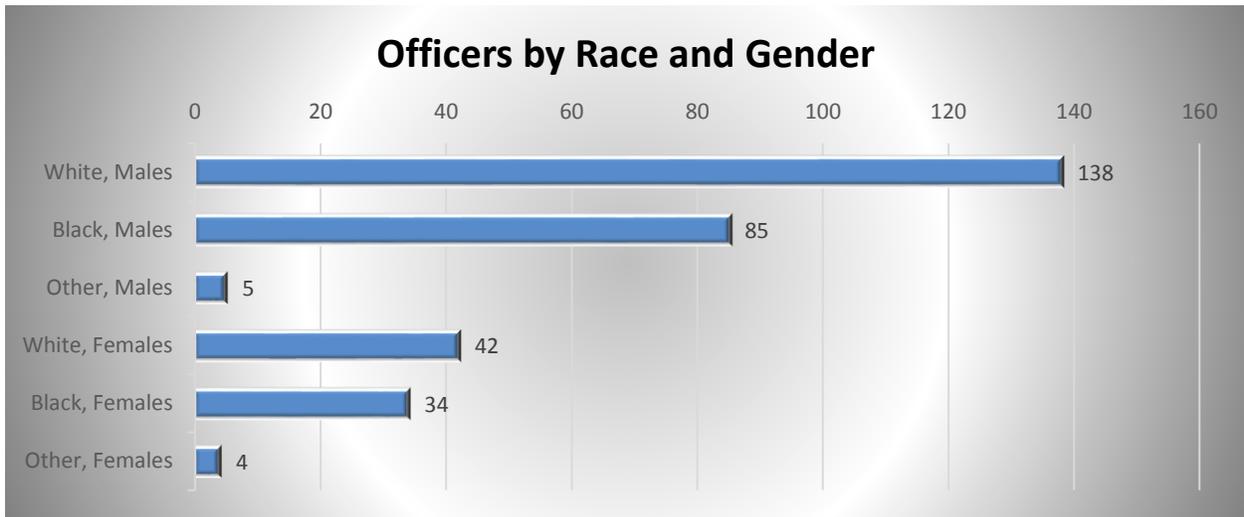
### Field Personnel



### Central Office Staff Job Classifications



## EEO Data



## Board Members

---



Clifford Walker  
Chairman



Eddie Cook, Jr.  
Associate Member



Lyn Head  
Associate Member

## Executive Staff

---



Phil Bryant  
Executive  
Director

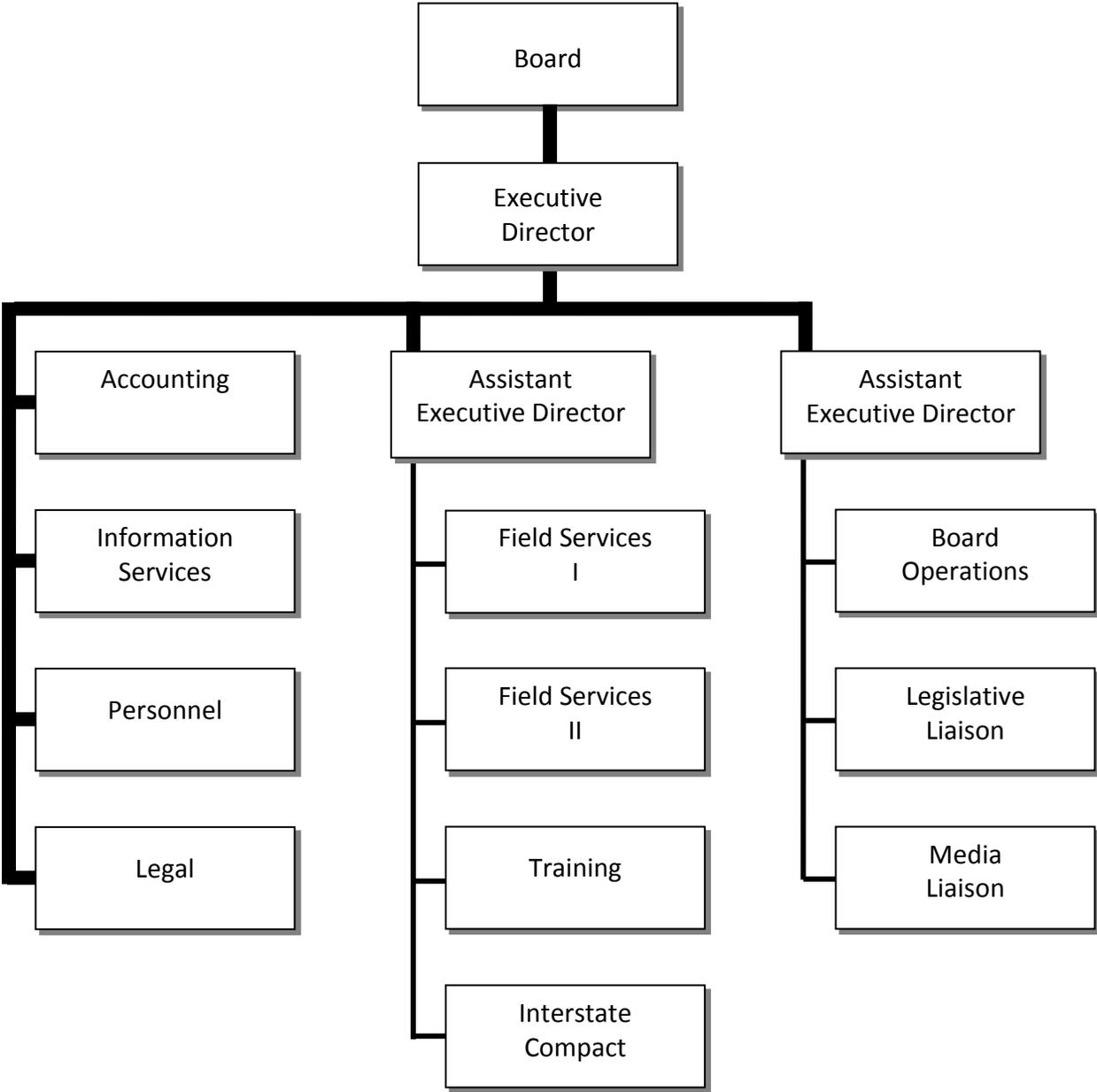


Darrell Morgan  
Assistant Executive  
Director

For additional information, visit our website at [www.pardons.alabama.gov](http://www.pardons.alabama.gov)

# Organizational Chart

---



# Senior Leadership

---

## Accounting Division

**Jo Wood, Chief Fiscal Officer**  
Jo.Wood@paroles.alabama.gov  
334-353-7294

## Board Operations

**Askisha Jones, Director**  
Askisha.Jones@paroles.alabama.gov  
334-353-8797

## Field Services

**Sarah Still, Division I Director**  
Sarah.Still@paroles.alabama.gov  
334-242-8725

**Stacey Brown, Division II Director**  
Stacey.Brown@paroles.alabama.gov  
334-353-7497

## Interstate Compact

**Chris Norman, Director**  
Chris.Norman@paroles.alabama.gov  
334-242-1695

## Information Technology

**Valisha Kirkland, Director**  
Valisha.Kirkland@paroles.alabama.gov  
334-242-0507

## Legal

**Meridith Barnes, Chief Legal Counsel**  
Meridith.Barnes@paroles.alabama.gov  
334-242-8710

## Personnel

**Amanda Mercado, Director**  
Amanda.Mercado@paroles.alabama.gov  
334-242-8780

## Training and Special Populations

**Jeff Jeter, Director**  
Jeff.Jeter@paroles.alabama.gov  
334-242-0418

## Transition Center LIFE Tech Thomasville

**Will Johnston, Facility Manager**  
Will.Johnston@paroles.alabama.gov  
334-637-3103

# Field Offices



For additional information, visit our website at [www.pardons.alabama.gov](http://www.pardons.alabama.gov)

State of Alabama Probation & Parole,  
**Abbeville Office**  
101 Court Square, Suite H, 2nd Floor  
Abbeville, AL 36310

State of Alabama Probation & Parole,  
**Alexander City Office**  
CJ Coley Tallapoosa County Courthouse Annex  
395 Lee Street, Room 128  
Alexander City, AL 35010

State of Alabama Probation & Parole,  
**Andalusia Office**  
1 N Court Square Suite A  
Andalusia, AL 36420

State of Alabama Probation & Parole,  
**Anniston Office**  
1702 Noble St., Suite 110  
Anniston, AL 36201

State of Alabama Probation & Parole,  
**Ashland Office**  
Clay County Courthouse Annex  
PO Box 187  
Ashland, AL 36251

State of Alabama Probation & Parole,  
**Ashville Office**  
213 6th Avenue  
P. O. Box 979  
Ashville, AL 35953

State of Alabama Probation & Parole,  
**Athens Office**  
412 South Jefferson Street  
Athens, Alabama 35611

State of Alabama Probation & Parole,  
**Bay Minette Office**  
209 Rain Drive  
PO Box 1148  
Bay Minette, AL 36507

State of Alabama Probation & Parole,  
**Bessemer Office**  
1812 5th Ave North  
Bessemer, AL 35020

State of Alabama Probation & Parole  
**Birmingham Office**  
2721 2nd Avenue North  
Birmingham, AL 35203

State of Alabama Probation & Parole,  
**Brewton Office**  
400 Belleville Avenue  
Brewton, Alabama 36426

State of Alabama Probation & Parole,  
**Butler Office**  
Choctaw County Courthouse, Suite 8  
117 South Mulberry Avenue  
Butler, AL 36904

State of Alabama Probation & Parole,  
**Carrollton Office**  
155 Reform St; Pickens County Courthouse  
PO Box 81  
Carrollton, AL 35447

State of Alabama Probation & Parole,  
**Centre Office**  
203 South River Street  
Centre, AL 35960

State of Alabama Probation & Parole,  
**Centreville Office**  
320 Market Street  
Centreville, AL 35042

State of Alabama Probation & Parole,  
**Chatom Office**  
100 Court Street B2  
PO Box 896  
Chatom, AL 36518

State of Alabama Probation & Parole,  
**Clanton Office**  
232 Town Mart  
Clanton, AL 35045

State of Alabama Probation & Parole,  
**Clayton Office**  
Court Square, 2 North Midway Street  
P. O. Box 441  
Clayton, AL 36016

State of Alabama Probation & Parole,  
**Columbiana Office**  
22708 Hwy 25, Suite B  
P. O. Box 425  
Columbiana, AL 35051

State of Alabama Probation & Parole,  
**Cullman Office**  
500 2nd Ave SW  
Cullman County Courthouse, Room 30  
Cullman, AL 35055

State of Alabama Probation & Parole,  
**Dadeville Office**  
Tallapoosa County Courthouse  
125 North Broadnax Street, Room 18  
Dadeville, AL 36853

State of Alabama Probation & Parole,  
**Decatur Office**  
302 Lee Street, County Courthouse  
P. O. Box 937  
Decatur, AL 35601

State of Alabama Probation & Parole,  
**Dothan Office**  
230 N Oates Street  
Dothan, AL 36303

State of Alabama Probation & Parole,  
**Double Springs**  
24714 Hwy 195 South  
Double Springs, AL 35553

State of Alabama Probation & Parole,  
**Elba Office**  
230 Court Avenue, Coffee County Courthouse,  
1st Floor  
P. O. Box 215  
Elba, AL 36323

State of Alabama Probation & Parole,  
**Enterprise Office**  
Coffee County Courthouse, 1st Floor  
101 S. Edwards Street  
Enterprise, AL 36330

State of Alabama Probation & Parole,  
**Evergreen Office**  
111 Court Street, Suite 205  
Evergreen, AL 36401

State of Alabama Probation & Parole,  
**Florence Office**  
Lauderdale County Courthouse, Room 504  
200 South Court Street  
Florence, AL 35630

State of Alabama Probation & Parole,  
**Fort Payne Office**  
211 South Gault Avenue  
P. O. Box 680333  
Fort Payne, AL 35968

State of Alabama Probation & Parole,  
**Gadsden Office**  
Judicial Building  
801 Forrest Avenue, Suite 100  
Gadsden, AL 35901

State of Alabama Probation & Parole,  
**Geneva Office**  
1124 W. Maple Avenue  
Geneva, AL 36340

State of Alabama Probation & Parole,  
**Greenville Office**  
104 Camelia Avenue  
Suite A  
Greenville, AL 36037

State of Alabama Probation & Parole,  
**Grove Hill Office**  
Clarke Cty. Courthouse/Suite 302  
P. O. Box 2  
Grove Hill, AL 36451

State of Alabama Probation & Parole,  
**Guntersville Office**  
Marshall County Courthouse  
424 Blount Avenue, Room BG01  
Guntersville, AL 35976

State of Alabama Probation & Parole,  
**Hamilton Office**  
County Courthouse  
132 Military Street, Room 310  
Hamilton, AL 35570

State of Alabama Probation & Parole,  
**Huntsville Office**  
715 B Wheeler Avenue  
Huntsville, AL 35801

State of Alabama Probation & Parole,  
**Jasper Office**  
301 19<sup>th</sup> Street East  
Jasper, AL 35501

State of Alabama Probation & Parole,  
**Lafayette Office**  
58 1st Ave SW  
LaFayette, AL 36862

State of Alabama Probation & Parole,  
**Linden Office**  
Marengo Co. Courthouse, Basement Level  
101 E. Coats Ave  
Linden, AL 36748

State of Alabama Probation & Parole,  
**Mobile Office**  
1514 South Broad Street  
Mobile, AL 36605

State of Alabama Probation & Parole,  
**Monroeville Office**  
65 Pineville Road #2  
Monroeville, AL 36460

State of Alabama Probation & Parole  
**Montgomery Office**  
804 South Perry Street  
Montgomery, AL 36104

State of Alabama Probation & Parole,  
**Moulton Office**  
14365 Court Street  
Moulton, AL 35650

State of Alabama Probation & Parole,  
**Oneonta Office**  
106 2nd Street North, Suite A  
Oneonta, AL 35121

State of Alabama Probation & Parole,  
**Opelika Office**  
Lee County Justice Center, Ste. 119  
2311 Gateway Drive  
Opelika, AL 36801-6858

State of Alabama Probation & Parole,  
**Ozark Office**  
Dale County Courthouse, 2nd Floor, Room 2  
P. O. Box 305  
Ozark, AL 36360

State of Alabama Probation & Parole,  
**Pell City Office**  
1815 Cogswell Ave., Suite 136  
Pell City, AL 35125

State of Alabama Probation & Parole,  
**Phenix City Office**  
510 13th Place  
Phenix City, AL 36867

State of Alabama Probation & Parole,  
**Prattville Office**  
740 E. Main Street, Pratt Plaza Mall,  
Suite 15  
P.O. Box 680008/Zip Code/36068  
Prattville, AL 36067

State of Alabama Probation & Parole,  
**Russellville Office**  
Byars Bldg, Suite 8  
501 N Jackson Ave  
Russellville, AL 35653

State of Alabama Probation & Parole,  
**Scottsboro Office**  
Jackson County Courthouse, Room 46  
102 East Laurel Street  
Scottsboro, AL 35768

State of Alabama Probation & Parole,  
**Selma Office**  
23 Broad Street  
Selma, AL 36701

State of Alabama Probation & Parole,  
**Sylacauga Office**  
400 N Norton Ave, Room 211  
Sylacauga, AL 35150

State of Alabama Probation & Parole,  
**Talladega Office**  
150 East Renfroe Road/Talladega County Jail  
Administration Bldg  
P. O. Box 1111  
Talladega, AL 35160

**Thomasville LIFE Tech Transition Center**  
2115 Bashi Road  
Thomasville, AL 36784

State of Alabama Probation & Parole,  
**Troy Office**  
199 Scouting Circle  
Troy, AL 36081

State of Alabama Probation & Parole,  
**Tuscaloosa Office**  
220-D 14th Street  
Tuscaloosa, AL 35401

State of Alabama Probation & Parole,  
**Tuscumbia Office**  
Colbert County Courthouse Annex  
116 West 5th Street  
Tuscumbia, AL 35674

State of Alabama Probation & Parole,  
**Tuskegee Office**  
Macon County Courthouse, Room 201-B  
101 East Rosa Parks Avenue  
Tuskegee, AL 36083

State of Alabama Probation & Parole,  
**Vernon Office**  
330 1st Street NE  
P. O. Box 952  
Vernon, AL 35592

State of Alabama Probation & Parole,  
**Wedowee Office**  
Randolph County Courthouse/10 Broad St E,  
Room#1  
PO Box 876  
Wedowee, AL 36278

State of Alabama Probation & Parole,  
**Wetumpka Office**  
The Elmore County Judicial Building  
8935 US Highway 231, Room 173  
Wetumpka, AL 36092

**Birmingham Day Reporting Center**  
2020 12<sup>th</sup> Avenue North  
Birmingham, AL 35234

**Mobile Day Reporting Center**  
3410 Demetropolis Road  
Mobile, AL 36693

## Probation and Parole Officer of the Year

---



Officer Matthew Jernigan began his career with the Alabama Board of Pardons and Paroles in October 2011. He began working in the Andalusia Office and transferred to the Grove Hill Office in February 2013. In December 2014, Officer Jernigan transferred to the Monroeville Office and was promoted to the senior officer position in June 2016. Officer Jernigan has a very strong work ethic and great knowledge of the offenders on his caseload. He provides excellent supervision to his offenders and is very active in conducting field work in the supervision process. He is also diligent in supervision fee collections. During one of Officer

Jernigan's previous audits, his supervision fee arrearage was \$0.

Officer Jernigan is a team-player for the agency. A few months ago, Officer Jernigan volunteered to help the Brewton Office while they were understaffed. He volunteered to help instruct new offenders in the rules of probation, conduct ORAS assessments, and help complete any pending field work that was needed. Officer Jernigan also volunteered to assist the Grove Hill Office recently as both officers assigned to this office were on military leave. Officer Jernigan has a good rapport with the court system in Grove Hill and was allowed to handle the court docket in this jurisdiction in the absence of these officers. Often officers will agree to help other field offices if they are asked to, but very few volunteer their efforts without being persuaded. Officer Jernigan volunteered his services on an unsolicited basis and is being commended for it.

Officer Jernigan is a graduate of Frisco City High School and received a B.S. Degree in Criminal Justice with a minor in Political Science from Troy University. He began his career in law enforcement in 1996 as a dispatcher/jailer at the Monroe County Sheriff's Office. In 2000, he completed the Southwest Alabama Police Academy and became a Deputy Sheriff in Monroe County. He was promoted through the years and reached the rank of Lieutenant with the Monroe County Sheriff's Office and eventually became a Probation Officer with Pardons and Paroles in 2011.

Officer Jernigan is married to Rebecca Jernigan. They have two sons, 19 year-old, Hagen and 8 year-old, Will. His family are faithful and active members of Excel Assembly of God Church in Monroe County. Officer Jernigan is a committed board member of the Monroe County Hospital and is a member of the finance committee at the hospital as well.

Officer Matthew Jernigan is extremely devoted to his family, community, and his job. Officer Jernigan's dedication and efforts are certainly worthy of this award.

## Support Staff Employee of the Year

---

Phyllis Claybrook began her career with the State of Alabama in 1987 with the Department of Revenue as an ASA II. She worked in this capacity for 2 years. She later worked for the Department of Conservation and State Board of Public Accountancy. She then took a break in service for to raise her daughter.

Claybrook has been employed with the Board of Pardons and Paroles' Prattville Office since April 2001. In 2003, Claybrook was promoted to ASA II and in 2006 she was promoted to ASA III in the Prattville Office. In addition to her primary duties, she began working a banked caseload in 2006.



Ms. Claybrook has an outstanding work ethic and is never given a task that she complains about. She displays efficiency and an outstanding work ethic on a daily basis. She maintained the district log, on her own accord, for several month while the district manager position in District J was vacant. While her new district manager traveled throughout the state training and conducting ORAS audits he never had to worry about missed deadlines or any other issues that arose on a daily basis. Ms. Claybrook would simply handle whatever came up. In May 2016 one of the officers in the Prattville Office was diagnosed with a serious illness that caused him to be off work for an extended period of time. Ms. Claybrook asked what she needed to do and voluntarily added those tasks to her workload that already seemed unmanageable. She also maintained a banked caseload that normally had a supervision fee arrearage of less than \$300.00.

Phyllis Claybrook is a member of Prattmont Baptist Church in Prattville, AL. She is also a member of the Prattville's YMCA. Phyllis has been married for 27 years to Tim Claybrook. They have one daughter, Kaitlyn Claybrook, who is twenty years old and a student at Auburn University. Phyllis embodies what every busy office needs in an ASA; great work ethic, attitude and the ability to assist staff with the upmost professionalism. Phyllis is the pinnacle of an ASA III.